

# HOW TO WIN MORE BUSINESS



My name is John Chambers and I'm happy to call myself a B2B Business Development expert. I've been generating new business for myself and my clients for in excess of 30 years.

The first client I won for the Direct Marketing Agency I founded in 1994 (Duffy Price Chambers) was Telstra. Not a bad start!

These days I run the Business Development agency DBD with my partner Petrina and we help our clients win more new business.

It should be noted that this book is not about how to win new business online. It's all about using direct marketing to win new business.

I trust you will learn lots of useful tips reading this book.

## THE OVERALL STRATEGY

Different people have different ways of trying to win new B2B business. Here's my approach.

The three most important elements of B2B BD are getting the contact data 100% correct, sending prospects something fantastic and memorable in the mail, and then conducting professional and diligent phone and email follow-up.

You can't have success without the above three elements but what is sent to people prior to follow-up is usually the most important element. I doubt cold calling businesses (not sending something prior to follow-up) has ever worked and I'm sure it doesn't work effectively these days.

I've made follow-up phone calls where the prospect has told me they have my brochure on their desk, and they have been waiting for my call. Wow, does a follow-up call start better than that? I don't think so.

Using a CRM is also important in ensuring campaign success. Sure, you could run a campaign without one; you could also drink French Champaign out of a vegemite class, but why would you?

Since a door-opener is usually generic, the letter is where you can truly personalise your communication.

Most people don't like calling people they don't know on the phone, probably because of fear of rejection. Most people I talk to are friendly, some even thank me for following up, and only a small percentage are rude.

## HOW TO SET-UP THE CRM

The alternative to using a CRM is often using a spreadsheet. Here's a list of things you can do on most sophisticated CRM systems that you can't if you use a spreadsheet:

ABILITY TO 'MASS UPDATE' DATA
ALL RECORDS IN ONE CENTRAL LOCATION WITH ACCESS TO ALL VIA CLOUD
CAPTURE LEADS FROM TWITTER AND FACEBOOK
CONNECT YOUR WEB-SITE TO ALLOW OTHERS TO ENTER THEIR OWN CONTACT DATA
CONSISTENCY OF DATA ENTERED
CUSTOM FIELDS
CUSTOM SURVEYS
DATA SHARING RULES
EMAIL TEMPLATES
MACROS
MASS EMAILS
METRICS & KPIs
PLUG-IN FOR MICROSOFT OUTLOOK
PLUG-IN FOR MICROSOFT OFFICE
PROJECT MANAGEMENT TOOLS
REMINDERS FROM THE SYSTEM
SEND EMAILS STRAIGHT FROM CRM
SET AND FORGET CUSTOM AND STANDARD REPORTING
STANDARD AND CUSTOM DASHBOARDS
VIEW AND COMPARE ANY FIELDS AGAINST ANY OTHER FIELDS
WEB SITE VISITOR TRACKING

There are dozens of CRM systems in the marketplace and some are better than others. I spent more than a week looking at 10 CRM systems and chose Zoho as the one that best suited our needs – it was easy to customise, use and train others to use.

The secret to setting up a report in a CRM is to use pre-determined codes for campaign outcomes and start these codes from A-Z – A for the outcome you want to appear at the top of your report (for us that's 'Meeting Set') down the alphabet as desired. This allows you to sort the report the way you want to with just one click.

Another good tip is to use codes as often as possible instead of text. This means all your data and reporting will be consistent and you won't have different outcomes that mean the same thing.

It takes a bit of time to become a CRM expert, but it's time very well spent. It took me about three days to set-up my first CRM and I can now do that in under an hour. I can now add a new field to a CRM in under a minute.

The four main components of a CRM are Layout, Fields, Views and Reports. Fields contain information such as Name, Views are things set-up to include all the information (fields) you want to see on that view, and Reports are reports.

Most CRMs, and from what I've seen, most people, use leads, contacts, potential and clients. They enter records as leads, then upgrade them to contacts, then maybe to prospects, and then hopefully clients. I don't do this at all, I think it's too difficult to do, dangerous in terms of potentially losing records and not the best way to do what is trying to be achieved.

I simply use codes to achieve the same outcome as above without all the upgrading carry-on.

## HOW TO BUILD A DATABASE

Building B2B prospecting databases sounds easy but isn't. So far, we are lucky in Australia to still be allowed to build and keep a database of B2B prospects. Places like Europe now have very strict laws about this practice; basically, you must have the person's permission to have their name on a B2B database - even if you are only storing their name, title, business name, address and phone number.

At DBD we build bespoke databases for each client campaign. In other words, our clients choose the businesses they want to have meetings with, the job title they'd most like to meet with, and we build the bespoke database from scratch.

Since 2002, us business developers have had the wonderful tool LinkedIn at our disposal. However, it's only in the last 4-5 years that most business people in Australia are on LinkedIn, so it has become exponentially more useful.

So, a great first step in building a B2B database where you want to find out, for example, the name of the Chief Marketing Officer at Myer, is to go to LinkedIn. But just because that's what LinkedIn says, it's not necessarily the case. Not everyone updates their profile the moment they leave a job.

Some business websites list the name and title of their team members and that's just great, thank you very much indeed!

When you've finished building the database (matching job title to businesses and adding addresses and phone numbers) it's then important to ring each business to verify the contact details are correct and that the address you've got is the right one for that person.

## WHAT TO SEND PRIOR TO FOLLOW-UP

What is sent to prospects prior to follow-up calls and emails usually determines the success or otherwise of a BD campaign.

It's fair to say that all elements of the pack (letter, paper for letter, door-opener, envelope and hand addressing) need to be of best quality for it to be a truly effective pack. And, if you get all the elements of the pack right, the campaign should work and could work spectacularly.

Posting a well-crafted, relevant, highly creative and memorable door-opener, along with a truly personalised letter on quality colour co-ordinated paper in a beautiful hand addressed envelope, can win the heart of the prospect; sometimes without even speaking to them!

If you send a boring, badly written and not truly personalised letter on 80gsm A4 photocopying paper, along with an uncreative and unmemorable door-opener, in a normal white cheap envelope with a mailing label on it, best of luck – you'll need it!

Truly personalising a letter can make a huge difference in conversion rates. By truly personalising I mean writing a couple of paragraphs for each letter specific to the person, business or industry. We find clients who invest the time to do this personalisation get significantly higher conversion rates (meetings from those approached).

There are four types of door-openers: printed, branded and non-branded (relevant) gifts, (personalised) video brochures, and other. I'm not sure what 'other' is but it's good to keep an open mind 😊.

I've noticed the use of humour and illustrations usually works well in printed door-opener brochures. Brochures with humorous singular focus messaging can turn a person who has never heard of your business into a big fan and then a client.

Sending relevant gifts (branded and not) can also be very effective in turning prospects who haven't heard of you into big fans and result in significant conversion rates.

Sending personalised video brochures add considerable expense to a campaign, but boy can they be effective in terms of people liking your brand, and high response and conversion rates.

If people 'love' what you send them they tend to think highly of your brand and are more likely to want to meet you and then appoint you as a supplier.

I'm often asked to predict the future, which is difficult to do. If I do this and that, how many meeting and clients will I get? I understand why the question is asked but it's not possible to answer it, other to say we will only know once we've conducted the campaign. Not everyone appreciates such honesty and frankness but thankfully most do.

I'm also often asked to predict if a certain brochure, gift or video brochure will be effective in terms of lead generation and winning new clients. That's a tough one too; we have ideas about what should work and what probably won't, but we can't accurately predict what will happen.

I trust I've got the message through that what is sent to prospects prior to follow-up is THE most important element of the campaign. Get it right and reap the riches!

## HOW TO WRITE A GREAT LETTER

I'm a bit obsessed by what constitutes a good business letter.

NEVER GO OVER ONE PAGE
NO HEADLINES
NO BOLDING
IF YOU MUST USE BULLET POINTS MAKE SURE THEY ARE ON ONE LINE
NOT A4
GOOD QUALITY STOCK
MAKE THE LETTER AS PERSONALISED AS POSSIBLE

The above probably contradicts what some experts will tell you – so I guess it's just personal preference – but one based on many years of experience over many, many campaigns.

Once we've built the database, some of our clients write personalised notes about either the contact (you may remember me from...), the business (we used to work for your competitor...) or industry type (we understand the difficult circumstances of retail...). These clients tend to do better than those who don't in terms of number of meetings generated and clients won.

Writing a great B2B prospecting letter is not easy. Not everyone can do it. Mostly you need to tell the prospect what's in it for them to meet you, talk to you and appoint you. Doing that without the letter being all about your business, what you do, and your services is difficult.

The more you can make the letter sound like they are the only person you sent it to, the better. You achieve this through intelligent and thoughtful personalisation.



## HOW TO FOLLOW-UP

Even though I've said previously that what we send people is the most important element in success (meetings from those approached), it's also true that, without good telephone and email follow-up, nothing will happen. Very rarely will anyone ring you and offer you their business or say they'd like to have a meeting.

The big tip for telephone follow-up is not to leave a message until you've tried to call them 3-4 times over 4-8 days. How many times have I heard someone say, 'I left them a message and they didn't ring back!' If you leave a message on your first call attempt, you lose control of the process. You can't ring them the next day because that would be harassment.

After you've tried to call prospects a few times, see if you can get an email address and send the person a great email.

The receptionist and executive assistants are the most important people you'll talk to. Treat them like gold because that's what they are. If an EA doesn't like you, best of luck either being put through to their boss or gaining their co-operation.

When you finally get to speak to the person you sent the pack to, be professionally direct about the reason for the call. You're following up the pack sent in the post, can you come and meet them? Don't be over friendly but if a person is being very friendly to you, reciprocate.

And never, ever say or write things like, 'I've tried to call you six times and I keep getting your voice mail!!!'

## HOW TO HAVE A MEETING

LISTEN
DON'T THINK YOU KNOW WHAT THEY'LL WANT
NEVER INTERRUPT THE PROSPECT
NEVER TALK FOR MORE THAN TWO MINUTES AT A TIME
LISTEN
THINK
REACT

## WHAT TO DO AFTER THE MEETING

DO WHAT YOU SAID YOU'D DO
WHEN YOU SAID YOU'D DO IT

## CONCLUSION

I trust you've enjoyed this book and it's made you think about how your B2B BD campaigns could be executed. Feel welcome to call me if you need any assistance.

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